INVESTIGATING THE NEED FOR A CODE OF ETHICS

EXECUTIVE DEVELOPMENT

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An applied research project submitted to the National Fire Academy
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ABSTRACT

This research project dealt with the problem that the Shreveport Fire Department does not have a written code of ethics to help guide its members in making ethical decisions. The purpose of this study was to investigate and research the need for developing a code of ethics for the Shreveport Fire Department. This study used both descriptive and evaluative research methodology to answer the following questions: 1. What is the definition of ethics? 2. What indicates a need for a written code of ethics? 3. Should a written code of ethics be adopted by our department ? 4. How does a code of ethics affect the culture of an organization? The principal procedures were literature review; a closed, random survey of department personnel; and a personal interview. The research results showed a need to define the ethical values of the department and to develop a clear and understandable written code of ethics. It was therefore recommended that other students and organizations should conduct further study on this topic.

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INTRODUCTION

The Shreveport Fire Department is a large metro-size fire department employing 550 members. The men and women who work for the Shreveport Fire Department come from different walks of life and bring a multitude of attitudes, opinions, values and beliefs as they relate to ethical behavior.

The Shreveport Fire Department has for a long time enjoyed the benefits of being held in high esteem by the citizens they serve. This trust and appreciation does not come without sacrifice and hard work from department members and must not be taken for granted. It must be nurtured and preserved as a valued tradition. To do so means we must establish and maintain a standard of ethics that can be adopted by the members of this department for the present and in the future.

Ethical decisions are required to be made every day. Individuals and organizations must demonstrate ethical decision making, behavior, and conduct that is acceptable to the organization and the citizens whom they serve. Fire chiefs and firefighters are not unlike other governmental employees in that they are trusted by the public to use the public's money in the most efficient, effective, and acceptable manner (Deeds, 1995). The problem is that the Shreveport Fire Department does not have a written code of ethics. The lack of such a document weakens member's skills in making these types of decisions.

The purpose of this study is to explore the need for developing a code of ethics for the Shreveport Fire Department. This study uses descriptive and evaluative research methodology to answer the following questions:

1. What is the definition of ethics?

2. What indicates a need for a written code of ethics?

3. Should a written code of ethics be adopted by our department?

4. How does a code of ethics affect the culture of an organization?

BACKGROUND AND SIGNIFICANCE

Members of the Shreveport Fire Department, accept certain responsibilities, adhere to accepted business principles in matters of personal conduct, and exhibit a high degree of personal integrity at all times. On duty or off, an employee's conduct can reflect positively or negatively on the City of Shreveport and the Shreveport Fire Department.

During the long history of the Shreveport Fire Department, many instances have occurred and been accepted that seemed to be considered only funny stories of "the way it used to be." Unfortunately, many of those instances involved unethical practices. Some of those practices were calamitous and brought embarrassment to the department, its leadership and its employees. Still, today, employee behavior exposes the department to unnecessary negative publicity and potential legal liability. Complaints of theft by firefighters, sexual harassment, improper conduct, and other offensive behavior continue to plague the fire department. Employees have been arrested for criminal violations, terminated for unbecoming conduct, or suspended from duty because of poor ethical decision making.

People read and hear stories related to ethics, particularly governmental ethics, every day. Conversations about ethics abound in our daily discussions. In 1998 Moran reported that scandals and evidence of unethical behavior in government have resulted in cynicism and distrust of public administrators and the agencies for which they work.

Ethics should be a part of any fire-service decision. If a fire department is to keep the public

trust, it must instill that public trust and employees' confidence with ethical behavior and decisions. The tradition of broad public acceptance of the fire service as an agency existing only to provide service can quickly erode if a high standard of ethical behavior is not maintained by all department personnel (Grant&Hoover, 1994). If public trust in our department is eroded because of the unethical behavior of our subordinates or officers, it will not be quickly earned again.

This study was prepared as a requirement of the National Fire Academy's Executive Development course. Unit eight discussed ethics in the public and private sector, different ethical theories, possible dilemmas, ethical responsibilities, and implementation of ethical guidelines. The lectures and following discussions dealt with issues related to ethics and their impact on fire service organizations and fire service managers. This author's personal interest in the subject matter of ethics and its applicability to his department became the basis for this applied research project.

LITERATURE REVIEW

The literature reviewed for this study was gathered from the Louisiana State University-Shreveport Library, Bossier Parish Community College, and the Shreve Memorial Library. Using the interlibrary loan program, additional literature was obtained through the Learning Resource Center (LRC) at the National Fire Academy. Other articles and reference materials assimilated are from personal textbooks, professional publications, newsletters, and periodicals.

What is the definition of ethics? In his article," Ethics in The Fire Service", Folisi (1991) states, "Many philosophers have tried to come up with a precise definition of ethics, where they come from and how to apply them in everyday life" (p.70).

Hitt (1990) defines ethics "as a set moral principles or values."(p.6). Our ethics are those principles or guidelines by which we live and act. Those principles, guidelines, or values are derived by life experiences, family traditions, intellectual achievement, and individual interaction.

In 1992 Marinucci stated that ethics dealt with questions involving what is good or bad and right or wrong and what constitutes moral duty and obligation.

A similar research project cited Luthans (1995) defining ethics "as pertaining to moral issues and dealing with right and wrong behavior" (p.65). "Luthans implies that ethical behavior is determined by the broad categories of cultural influences, organizational influences, and the external environment" (Moran, 1998, p. 10).

According to Grant and Hoover (1994), "Ethics are closely tied to the culture of an area, and as culture differs from place to place, ethics may also differ"(p. 400). This would also be true of a fire service organization. As employees differ, their perception of what is right and wrong behavior may be very different. Individual ideas about ethics, personal values, and morals can often differ dramatically.

Psychologist Mark Vigen defines ethics as "the studying and focusing on the moral decision making of human being". Ethics have to do with moral decision making that affect organizations. A person's moral reasoning and behavior advance the goals of an organization" (personal communication, January 4, 1999).

What indicates a need for a written code of ethics? To promote ethical decision-making in public organizations by establishing ethics guidelines that reflect the organization's well-defined value system is an excellent approach for local governments (Bonczek, 1991).   Steffens (1994) writes, "We must work to insure that our organization (or part of the organization) has a clear

and written ethical code. It is essential that we provide our personnel with the basic parameters of what

we believe is right and/or wrong and what is acceptable to the organization" (p.25). Much of the

confusion and misunderstanding discovered among employees occurs because each one has a

somewhat different definition of "acceptable." This misunderstanding is derived from the lack of clear

and understandable standards about ethical behavior and conduct. Marinucci stresses the importance

of having a written code of ethics for all to see and understand (Moran, 1998).

Should a written code of ethics be adopted by our department? In his 1995 EFO project,

Robert Deeds cites Burns (1994) where he found "the need for clear understanding of the issues of

ethical behavior" (p.4). Steffens (1994) writes, "We must recognize the impact and importance of

ethics and the potential of unethical behavior to destroy any public respect that the profession may still

have. We still have the respect of the vast majority of the public; however, if we lose it, we may never

get it back" (p.25). The various aspects and complexities of ethics are an intricate web, and, for

organization members, the process of resolving ethical situations is like a tangled fishing line--the more

you attempt to unravel it the more tangled it becomes (Bonczek, 1991).   When the individual's and the

organization's ethics conflict, there is ambiguity

 (Mansell, 1995).

The results of the literature review and survey indicate that a written code of ethics should be adopted.

How does a code of ethics affect the culture of an organization? "When an informal or formal

organization policy that favors ethical behavior is present, ethical behavior tends to increase" (Cascio,

1991, p.443). At any given time employees can be faced with a situation that involves making an ethical

decision. Such a decision may be whether to enforce a code or not to enforce it, to respond in the same manner to a poverty-stricken area of town as in an affluent area, or to fairly implement a policy or guideline. The correct or incorrect decision can have a dramatic effect on an organization. Mansell (1995) writes, "In its Leadership II course the National Fire Academy teaches, 'The ethical standards of the fire department are influenced by what society expects, what the local community believes is the job of the fire department. Each department's ethics also mirror what is valued and rewarded, as well as what is not valued and therefore penalized'" (National Fire Academy, 1993, pp. ET-26). Cleveland (1997) states, "When organizational core values are compromised, the total organization and everyone in it suffer dramatically"(p.26). If individuals in an organization follow a code of ethics, the culture of the organization will be affected to the degree the code reflects the values of the organization.

PROCEDURES

The research began with a literature review at the Learning Resource Center at the National Emergency Training Center in Emmitsburg, Maryland. A computer "subject search" of the term "ETHICS" identified relevant articles, journals, and applied research projects. The material was reviewed and copied for further review after the conclusion of the Executive Development class. The interlibrary loan program provided additional articles from journals, periodicals, and applied research projects. A further review of reference material from the Louisiana State University-Shreveport Library, Bossier Parish Community College, and Shreve Memorial Library located in Shreveport, Louisiana concluded the literature review.

A local psychologist granted a personal interview in regard to the subject of ethics after

telephoning his office. The interview was arranged during the telephone call, and the psychologist

agreed to conduct the interview in his office.

Distribution of a closed, random survey was made to 100 firefighters and fire department

personnel employed by the Shreveport Fire Department. The firefighters represented various ranks and

positions ranging from rookie firefighters to shift commanders. This research used the evaluative and

descriptive research methods. The results of the project were arrived at by using information gathered

through the literature review, survey and personal interview.

Survey

Development of the survey came after contacting Training Chief Monty Mansell who is

employed by the Midland Fire Department. Chief Mansell's research on this subject was discovered

during the search for articles to be included in the literature review. A letter was written (Appendix A)

to Chief Mansell describing the project and requesting permission to use a variation of a survey he

distributed in 1995. A telephone call followed up the letter to Chief Mansell. Chief Mansell spoke

personally with the author about the project's problem and purpose. Chief Mansell granted permission

to develop a variation of the survey, and the revised survey was created. The survey (Apendix C) was

one page in length with 18 close ended "yes" or "no" questions. Instructions on how to complete and

return the survey are at the top of the survey. All participants surveyed are employees of the

Shreveport Fire Department.

Population

The survey was randomly administered to 100 fire department employees. The author visited

21 fire stations in random order where he met with the on-duty suppression personnel. All participating

personnel were informed about the project and instructions on how to complete the survey reviewed.

Division personnel in Fire Communications, Training, Maintenance, and Emergency Medical Services

received a faxed a cover letter (Appendix B) explaining the project, and a copy of the survey. This

random selection process provided for a broad representation of the diversity of the employees on the

Shreveport Fire Department.

Data Collection

The surveys could be completed during each station visit or at a later date. The survey could be

returned by fax machine or inter-department mail. Each separate Division was not visited. Division

personnel received a faxed cover letter explaining the project, the instructions, and a copy of the survey.

The surveys faxed to the division personnel could also be returned by fax machine or inter-department

mail. All questions directed to the author were answered by personal conversation.

Interview

A personal interview was conducted with psychologist, Mark Vigen, Ph.D. Dr. Vigen conducts

psychological testing and interviews for all prospective firefighters and regular employees as needed by

the department. The purpose of the interview was to obtain research information relevant to the project

and research questions.

During a telephone call made to arrange the interview, information about the research project

was explained. A request for an interview was solicited from Dr. Vigen and granted by the

psychologist. The interview was conducted at Dr. Vigen's office at 3218 Line Ave in Shreveport,

Louisiana. A list of the research questions was provided to Dr. Vigen for reference during the interview.

The interview was scheduled for one hour. Written notes for each question were taken during the interview by the author. At the conclusion of the interview, the notes were reviewed with the psychologist.   Dr. Vigen verified the accuracy of the notes and gave approval for them to be used in this project.

Assumptions and Limitations

The research assumed that responses to the survey were truthful and made in good faith. Since the research is limited to 100 randomly selected fire department employees on the Shreveport Fire Department, this research did not reflect the overall community regarding ethnicity or sex.

RESULTS

The literature review conducted at the LRC in Emmitsburg, Maryland and Shreveport, Louisiana, contributed heavily to the results of the research. The survey distributed by the author provided critical information about the employees' shared values and opinions regarding the need for a written standard of ethics. The personal interview gave insight into the culture of organizations and how group dynamics affect an organization's goals and values. Collectively, the procedures provided sufficient answers to the author's three research questions. The results generated from the completed surveys used for this project are included. Because the scope of the surveys went beyond the research questions, the critical information used for this project was significantly narrowed. Specifically, only the results for questions one, two, six, and seven are discussed in this project. The collected information used was helpful in drawing conclusions for the research questions.

1.   What is the definition of ethics?

To find a universal and acceptable definition of ethics is difficult. In his article, "Ethics in the fire service" Folisi (1991) states, "Many philosophers have tried to come up with a precise definition of ethics, where they come from and how to apply them in everyday life" (p.70).

Hitt (1990) defines ethics "as a set moral principles or values"(p.6). Ethics are those principles or guidelines by which we live and act." Those principles, guidelines, or values are derived by life experiences, family traditions, intellectual achievement, and individual interaction. Luthans (1995) defines ethics "as pertaining to moral issues and dealing with right and wrong behavior"(p.65). Luthans implies that ethical behavior is determined by the broad categories of cultural influences, organizational influences, and the external environment (Moran, 1998, p.10).

Because the make up of fire department employees is so diverse, the perception of what is right and wrong behavior is not clear to everyone. Individual attitudes related to ethics, values, morals, and culture can differ dramatically among different of individuals. "Ethics are closely tied to the culture of an area, and as culture differs from place to place, ethics may also differ" (Grant & Hoover, 1994, p.400).

Psychologist Mark Vigen defines ethics as "focusing on the moral decision making of human beings, out of which values and codes of conduct are formed" (personal communication, January 4, 1999). Those values, if joined with the organization's, will help individuals achieve the shared goals of the members and the organization.

In 1998 Moran wrote, "Ethics are the standards or principles of conduct that govern the behavior of an individual or group or individuals. They are a given system of conduct, principles of morality, rules, or standards" (p.18).

2.   What indicates a need for a written code of ethics?

Survey question number one asked, "Does your department have a written standard of ethical conduct?" Fifty-three percent of the responders answered "Yes" to that question.

A standard of ethical conduct has never been written for the Shreveport Fire Department. It was unexpected to learn that the employees of this organization indicated that a document does exist. A majority of the randomly selected employees completing the survey incorrectly marked "yes" that a document does exist. Documents with guidelines for ethical conduct do currently exist for the State of Louisiana and various departments throughout, but none has been adopted by our department. According to Steffens (1994), "We must work to insure that our organization (or part of the organization) has a clear and written ethical code. It is essential that we provide our personnel with the basic parameters of what we believe is right and/or wrong and what is acceptable to the organization" (p.26).

 To promote ethical decision-making in public organizations by establishing ethics guidelines that reflect the organization's well-defined value system is an excellent approach for local governments (Bonczek, 1991). The survey results overwhelmingly identify the expectations of the surveyed employees. Those results show a large majority of the surveyed employees believe a written standard of ethics is needed. The literature review also strongly supports the need for a written standard of ethics.

3.   Should a written code of ethics be adopted by our department?

Based on the literature review and survey results, our organization should adopt a written code of ethics. In his 1995 EFO project, Robert Deeds cites Burns (1994) where he found "the need for

clear understanding of the issues of ethical behavior" (p.4).

Steffens (1994) writes, "We must recognize the impact and importance of ethics and the potential of unethical behavior to destroy any public respect that the profession may still have. We still have the respect of the vast majority of the public; however, if we lose it we may never get it back"(p.25). Mansell reported in his research that involved employees of the Midland Fire Department and Midland city government that when the individual's and organizational ethics conflict, there is ambiguity. The literature review, personal interview and survey results for this project identified that conflicts between the organization and employees occur because there are no shared values and goals. A written standard of shared goals and values would eliminate conflicts.

Results from question number one of the survey instrument indicated that 83% of the department's members responded "Yes" to the need for a written standard if uniformity in conduct is expected. The literature supports the majority responses from the surveyed members of this organization, and together they clearly indicate that a written standard is needed.

4.   How does a code of ethics affect the culture of the department?

In 1991 Cascio wrote, "When an informal or formal organization policy that favors ethical behavior is present, ethical behavior tends to increase" (p.443). The decisions that must be made in ethical situations can be labeled either proper or improper. Ethical decisions can have a dramatic affect on an organization. Mansell writes, "In its Leadership II course the National Fire Academy teaches, 'The ethical standards of the fire department are influenced by what society expects, what the local community believes is the job of the fire department. . .Each department's ethics also mirror what is valued and rewarded, as well as what is not valued and therefore penalized'" (National Fire Academy,

1993, pp. ET-26).

Cleveland (1997) states, "When organizational core values are compromised, the total organization and everyone in it suffer dramatically" (p.26). If individuals in an organization follow a code of ethics, the culture of the organization will be affected. The ethical behavior and decisions of personnel in leadership positions will be quickly learned by subordinates and thus implanted into the fabric of the organization.

Responses to questions number six and number seven of the survey instrument indicate strongly that shared values must exist and that written standards would affect the culture of the organization. Sixty-two responders of the 100 fire department members surveyed answered "yes" that a written standard should reflect the moral standards of the community.

The responses to survey question number seven indicated that 65% of the employees believe the moral standards of a public servant should not be placed ahead of the public's interest. This response indicates there exists an organizational culture of shared ethics that can control an individual's behavior and conduct. The responders suggest that the employee's interests are superseded by the organizational needs. The results validate the explanations of Steffens, Marinucci, Luthans, Vigen and other writers whose works were reviewed for this project.

DISCUSSION

The results obtained from researching literature, distributing a survey, collecting data, and recording a personal interview support the need for a written standard of ethics for this organization. Even though the amount of research materials referencing ethics continues to grow, there is no

consensus on a single definition, and the overall definition of ethics remains debatable. This is largely

due to the fact that the meaning of ethics and morals are, to a great extent, an individualized issue.

Because an individual's meaning or understanding of the terms "ethics" and "morals" are often used

interchangeably by society, organizations have historically steered away from written codes to prevent

infringing on personal beliefs. Ethical behavior is determined by the broad categories of cultural

influences, organizational influences, and external environment. The findings of this research project

support that theory. The author's findings indicate that cultural influences and organizational influences

presently determine many actions within this organization.

The information discovered through the random survey indicates that employees believe the

need exists for a written code of ethics. The results from survey questions one, two, six, and seven are

consistent with the study conducted at the Midland Fire Department in 1995. The author learned

through the literature review that other applied research projects that surveyed employees indicated

similar findings.

One finding from the survey was dramatically unexpected. A majority of individuals believe that

a written code of ethics already exists. These unexpected responses to question number two may have

been generated by the perception that the department's rules and regulations serve as the written

standard of ethics. The literature review strongly supports and suggests the need for clear and

understandable standards about ethical behavior and conduct. Marinucci stresses the importance of

having a written code of ethics for all to see and understand (Moran, 1998). The author agrees with

earlier research that found ambiguity existed when individual and organizational ethics conflicted. The

ambiguity resulted from the diversity of individuals who make up an organization not knowing the values

of the organization. The end result is that organizational ethics (values) are not clearly delineated to the individual workers.

The survey and personal interview both support the idea that a written code of ethics should be adopted by our department. The overwhelming response to survey question number one clearly dictates that employees want a written standard of ethics.

The fire service in general and this department in particular have historically operated under standard operating procedures or guidelines. The procedures assist the individual members in conducting themselves and performing their jobs in an acceptable fashion during the course of emergency operations. The same acceptable results would occur if written standards of ethics were adopted.

Psychologist Mark Vigen states, "Written standards provide a clear statement to each member about the goals and values of the organization. That is how a code affects the culture of an organization. Members should deliver services based upon those values (to which) the organization aspires" (personal communication, January 4, 1999). Times have changed, and the culture and membership of the fire service have diversified greatly. "The ethical standards of the fire department are influenced by what society expects and what the local community believes is the job of the fire department. When organizational core values are compromised, the total organization and everyone in it suffer dramatically" (Cleveland, 1997, p.26).

RECOMMENDATIONS

The Shreveport Fire Department does not have a written code of ethics. This purpose of this study was to investigate the need for developing a code of ethics. The research began by trying to identify the definition of ethics. Defining the term "ethics" was the first step in solving the problem.

Based upon the author's findings through literature review, personal interview and survey results, it is recommended that a clear and understandable written code of ethics be developed for this department. It is also recommended that the standard be adopted by the organization. Training classes are recommended for every member of the organization so that every employee becomes familiar with the organization's ethics statement. Following these recommendations will eliminate the mis-perception and uncertainty that exists on the department as to the existence of a departmental standard. We should remember that where conflicts about "ethics" occur, there is ambiguity within the organization.

The creation, adoption and training of a standard will positively affect the culture of the organization. Having such a document will provide employees with a guide to educate and assist them in making ethical decisions, thus reducing and/or eliminating many disciplinary actions that result from poor decision making practices.

The author recommends that further study be conducted prior to developing a written code of ethics. Shared values of both the organization and employees must be identified and incorporated into any standard that is developed. The employees and organization must work together to develop a standard that expresses the shared values of each diverse group within the department. In conclusion, it is recommended that other students and departments research the need for a code of ethics.Those findings should be added to the body of knowledge written ethics and about this subject.

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APPENDIX A

SHREVEPORT FIRE PREVENTION BUREAU
1237 MURPHY ST. RM 300
SHREVEPORT, LA 71101
318-673-6740
Fax: 318-673-6744

David Glass
Assistant Director of Fire Prevention
Shreveport Fire Prevention Bureau
1237 Murphy St. Rm 300
Shreveport, LA 71101

November 20, 1998

Monty Mansell
Training Chief
P.O. Box 1152
Midland Fire Department
Midland, TX   79702

RE: Executive Development Applied Research Project

Dear Chief Mansell:

My name is David Glass. I work with the Shreveport Fire Department in Shreveport, Louisiana. Earlier this year I completed my first Executive Fire Officer course and am now doing research for my applied research project. During my literature review I located your EFO paper Development of a Code of Conduct, March 1995.

I am interested in using a variation of your survey for my project. I will be calling you in the near future to discuss this with you. I would appreciate your cooperation in this project by allowing me to replicate part of your earlier research.

Sincerely,

David Glass
Assistant Director of Fire Prevention

APPENDIX B

INTER-OFFICE MEMORANDUM
City of Shreveport

Shreveport Fire Prevention Bureau

Fire Prevention Bureau

Phone: **318-673-6740**   **Fax:** **318-673-6744**

DATE: **December 1, 1998**

TO: **ALL DIVISION HEADS**

FROM: **David Glass**
Assistant Director of Fire Prevention

SUBJECT: **EXECUTIVE FIRE OFFICER PROGRAM SURVEY**

The attached survey is part of my Executive Development Applied Research Project. My project is related to researching the need for developing a code of ethics. Your help and input are needed and will be greatly appreciated. All responses are confidential and will be destroyed when the project has been accepted.

Please photocopy the attached survey as many times as needed so that each employee in your division receives one and has an opportunity to respond if they choose to do so. I will be collecting 100 random surveys for this project.

David Glass
Assistant Director of Fire Prevention

APPENDIX C

FIREFIGHTER ETHICS SURVEY

This survey is to used as a part of the National Fire Academy Executive Development research project dealing with fire department ethics standards. **Please** return to **David Glass** either by, Fax **673-6744** or inter-department mail **Shreveport Fire Department, 1237 Murphy St. Rm. 300, Shreveport, LA 71101.**

Do you feel a written standards of ethical conduct is needed for your department if uniformity in conduct is expected? (whether your department has one or not)
Yes_____ No_____

Does your department have a written standard of ethical conduct?
Yes_____ No_____

In the course of your job as a public official would you ever accept a gratuity in any form or value?
Yes_____ No_____

Do you feel a gratuity is ethically acceptable for any public official?
Yes_____ No_____

At what value, if any is a gratuity ethically acceptable for any public official?
$0.01-$5.00 _____
$5.01-$10.00 _____
$10.01-$25.00_____
$25.01-$50.00_____
$50.01 or more _____
not acceptable _____

Do you feel that a written standard of ethical conduct for your department should reflect the moral standards of the community you serve?
Yes_____ No_____

Do you feel that your moral standards as a public servant should serve the public's interest ahead of your own?
Yes_____ No_____

If your department has a written standard of ethical conduct do you feel it is adhered to?
Yes_____ No_____

If you agree with the following statements answer "Yes" ; if you disagree answer "No".

You have an ethical responsibility as an employee of your public to:
10. obey the same laws that the citizens you serve obey.
Yes_____No_____

11. obey departmental decisions and documents.
Yes_____ No_____

12. exhibit reasonable and positive cultural characteristics.
Yes_____ No_____

13. consider the interests of all parties as much as possible.
Yes_____ No_____

14. avoid any interest or activity which is in conflict with conduct of official duties.
Yes_____ No_____

15. respect and protect the privileged information to which you have access in the course of your official duties.
Yes_____ No_____

16. provide dedication and professionalism in responsibilities.
Yes_____ No_____

17. to be competent and support teamwork and cooperation in the course of duties.
Yes_____ No_____

18. the public's trust of firefighters is based on ethical expectations
Yes_____ No_____